

4-6-1989

Board of Trustees Meeting Packet, April 6, 1989

Framingham State University

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BOARD OF TRUSTEES*

Framingham State College
Board Meeting
May 18, 1989 - 7:15 p.m.
1839 Room, D. Justin McCarthy College Center
Framingham State College
Framingham, Massachusetts

AGENDA

1. Approval of the April 6, 1989 Minutes (Attachment I)
2. Report of the Chair
3. Report of the Task Forces
 - a. Budget and Finance (Attachment II)
(Attachment III)
 - b. Personnel (Attachment IV)
 - c. Planning
4. Report of the ad hoc Trustee Committee on Budgetary Crises and the Financial Status of the College
5. Report of the Nominating Committee
6. Report of the President
7. Other Business

* In keeping with Board of Trustees By-Laws

The Trustees may reserve one half hour at the end of the agenda of their regular meetings for public participation. Individuals seeking to speak to the Trustees shall so inform the President's office in writing, setting forth the purposes for speaking, at least one week prior to the relevant meeting. Subject to the Chair's discretion, individuals will be permitted to speak to the Trustees and will be assigned time within the allotted half hour based on the time of receipt of request.

March 30, 1989

MEMORANDUM

The following Task Force meetings of the Framingham State College Board of Trustees will be held at 4:00 p.m. on Thursday, April 6, 1989:

Budget and Finance Task Force

1839 Room, Section A

D. Justin McCarthy College Center

[Trustees Greenblatt, Chair; Callahan; Cahners; and Johnson]

AGENDA

1. Status of Fiscal Year 1989 and Fiscal Year 1990 Budgets
2. Status of Oil Tank Installation
3. Request to Approve Second Tuition Spending Plan
4. Audit

Personnel Task Force

V.I.P. Room

D. Justin McCarthy College Center

[Trustees Buckley, Chair; Masterman; Ploof; and Walker]

AGENDA

1. Personnel Actions

Planning Task Force


1839 Room, Section C

D. Justin McCarthy College Center

[Trustees Clasby, Chair; Barron; and Sullivan]

AGENDA

1. Response to Interim Accreditation Report from the New England Association of Schools and Colleges, Inc.
2. Sesquicentennial Events
3. McAuliffe Dinner
4. Student Enrollment Status
5. System Re-Organization Plans


--Paul F. Weller
President

PFW:amd

FRAMINGHAM STATE COLLEGE

BOARD OF TRUSTEES

APRIL 6, 1989

Present: Trustees Callahan, Chair; Clasby, Vice Chair; Barron; Buckley; Cahners; Greenblatt; Ploof; Sullivan; Walker; and President Weller.

Absent: Trustees Johnson and Masterman.

Chair Callahan called the meeting to order at 7:25 p.m.

* * * * *

On motion duly made and seconded, it was

VOTED: to approve the March 2, 1989 minutes.

* * * * *

Report of the Chair

Chair Callahan welcomed and congratulated Trustee Cahners on his appointment to the Board and expressed his gratefulness for Trustee Walker's reappointment. He noted that Trustee Cahners would be replacing Trustee Flaherty upon her expiring term of office. Since 1981, Trustee Flaherty has served the Board with distinction. We are grateful to Michelle, and know that in her position as President of the MetroWest Chamber of Commerce, Framingham State College will always remain with her.

Trustee John Barron presented Trustee Flaherty with a plaque and a resolution from the Student Government Association, in commendation of Trustee Flaherty's deep commitment to the College.

President Weller, on behalf of Framingham State College and the Board of Trustees, presented Trustee Flaherty with a plaque and certificate. Trustee Flaherty received a standing ovation from all present.

Trustee Flaherty expressed her gratitude.

Chair Callahan stated that in a letter received from the New England Association of Schools & Colleges, Inc., the Commission expressed their pleasure with the five-year interim report submitted by the College. The Commission requested that a report be submitted in Spring, 1991 addressing the following areas: 1) Continued efforts made to increase support for graduate programming apart from tuition; and 2) Long-range planning for the library and the level of library acquisitions.

Chair Callahan stated that at the March 2, 1989 Board meeting, discussion took place regarding the possibility of joining a State College Trustee Association. It was decided to table action until the April 6, 1989 Board meeting.

Trustee Walker noted that the decision to table the motion was to allow time for Board members to consider all aspects of the Association. After consideration, he suggested that the College join with other State Colleges in forming the Association. The Association could serve as a valuable supplement to the ad hoc Committee.

Chair Callahan stated that the formation of the Association would involve the appointment of two Board members from each College. The members of the Association would work together for the purpose of sharing ideas and ways in which our needs can be met and strengthened.

Trustee Buckley expressed concern about joining the Association. She asked if, by joining the Association, Framingham State College would experience a loss of power.

Chair Callahan assured Trustee Buckley that a loss of power would not occur. The goal would be to maintain the integrity of Framingham State College.

Chair Callahan asked that Trustees, who are interested in serving as members of the Association, contact him directly.

Chair Callahan stated that Regents Chair Tsongas has expressed interest in instituting a policy which would allow him to meet quarterly with Chairs of the Boards of Trustees.

Chair Callahan noted that included in the Trustee packet is Chancellor Jenifer's March 15, 1989 Report to the Board of Regents on Restructuring. Chancellor Jenifer asks that comments be forwarded to his attention by April 14, 1989.

President Weller noted that also included in the Trustee packet is the March 1989 Report of the Commission on the Future of the University: "Learning to Lead". The Report recommends that the State's five public University campuses - the University of Massachusetts campuses at Amherst, Boston and Worcester, the University of Lowell, and Southeastern Massachusetts University - should be organized together as a university sector under a reconfigured and strengthened Board of Trustees for the University of Massachusetts.

Chair Callahan read President Weller's memorandum of April 6, 1989 recommending the approval of five individuals for Honorary Doctoral Degrees at the Framingham State College Commencement on May 21, 1989 (Attachment A).

* * * * *

On motion duly made and seconded, it was

VOTED: to approve Honorary Doctoral Degrees at the Framingham State College Commencement on May 21, 1989 for the following individuals:

The Honorable Thomas O'Neill, Jr.
Mr. Henry Hampton
Dr. Dudley Herschbach
Miss Louise Kingman
Mr. George Perrone

* * * * *

Chair Callahan stated that in keeping with the By-Laws of the Board of Trustees, a nominating committee be appointed. Trustees Barron, Callahan, and Masterman were appointed to serve on the Nominating Committee for nominations for the position of Chair and Vice Chair to be submitted at the May 18, 1989 Board meeting.

Report of the Task Forces

Trustee Sherwin Greenblatt, Chair of the Budget and Finance Task Force, read the April 6, 1989 Report of the Trustee Task Force on Budget and Finance (Attachment B).

Following discussion,

* * * * *

On motion duly made and seconded, it was

VOTED: to approve the Second Tuition Retention Spending Plan as presented in Attachment B.

* * * * *

Trustee Buckley, Chair, Personnel Task Force, stated that members of the Personnel Task Force were unable to meet at 4:00 p.m., today, April 6, 1989. In lieu of the meeting, Trustees Buckley, Ploof, and Walker discussed personnel action recommendations (Attachment C) by telephone.

Following discussion,

* * * * *

On motion duly made and seconded, it was

VOTED: to approve the personnel actions of the Division of Graduate and Continuing Education as presented in Attachment C.

* * * * *

* * * * *

On motion duly made and seconded, it was

VOTED: to approve the personnel actions of Tenure, Promotions, Reappointments, Adjunct Lecturer, and Corrections, as presented in Attachment C.

* * * * *

Trustee Buckley congratulated Professors Elaine Beilin, Bernard Horn, Marguerite Mahler, and Kevin Whitburn on their tenure appointments.

Trustee Buckley stated that also included in the personnel actions was a termination. She stated that it was her understanding that the termination involved a person employed by the College for six years. She asked that President Weller explain the circumstances involved.

President Weller stated that personnel action recommendations for termination are very difficult. This termination involved a person with responsibilities critical to the College and its relationships to the Framingham community at large. These responsibilities require someone creative, with strong organizational and managerial abilities. Many important events have occurred, e.g., the Sesquicentennial events, the Challenger tragedy, the formation of several centers, etc., which require a person with leadership abilities, and with high public relations ability. The College needs someone with these leadership capabilities, and with the ability to inform the public and show the quality of Framingham State College.

Trustee Sullivan asked if the person was fully informed of job responsibilities and on-going events.

President Weller stated that over the four year period, since his arrival at the College, an immense amount of time and energy had been expended in giving direction to the duties of the position.

Trustee Buckley expressed concern with a person being employed for six years before being recommended for termination. It would seem as though it would be evident before six years if a person is unable to perform in their position.

Trustee Ploof asked President Weller to explain the evaluations which took place over the six-year period.

President Weller stated that the results of the evaluations were certainly not outstanding and were taken into consideration before the decision to terminate was made.

Trustee Ploof stated that it was his understanding that at the arbitration level of the grievance procedure, the grievance can revert back to the Board of Trustees.

President Weller concurred and stated that the grievance procedure had already begun.

Following discussion, it was decided that no action would be taken pending the grievance procedure.

Trustee Clasby, Chair, Planning Task Force, reported that the Planning Task Force met at 4:00 p.m., April 6, 1989, with Trustees Clasby, Barron, and Sullivan present. Also present to give a Planning update for the College were Dr. Philip Dooher and Ms. Martha Dewar.

Trustee Clasby reported the following:

- . . . Plans continue for the July 1, 2, and 3, 1989 Sesquicentennial Weekend.
- . . . A very enjoyable and successful Sesquicentennial Pageant was held on March 22nd.
- . . . The Town of Framingham will include "Education: Our Future" as their theme for the annual Flag Day Parade. Printed material for the event will include a drawing of May Hall and notation of the College's 150th Birthday.
- . . . State College Appreciation Day at the State House will be held on April 12, 1989. The theme will be 150 years of access to quality, calling attention to the 150th birthday of public higher education in the Commonwealth.
- . . . The Parent and Family Newsletter, mailed to over 3,000 households, will summarize the 150th activities.
- . . . Public Service Announcements, calling attention to 150 years of excellence, have been running on network and cable stations throughout the Commonwealth. Special thanks are extended to Walter Koroski for his assistance in this very important project.

Acting Vice President for College Advancement and Dean of Admissions Philip Dooher reported the following:

- . . . Enrollments for 1989 will decline this year. As of April 5th, 4,008 applications have been received for 650 openings. All State Colleges have been experiencing falling enrollments with a downward trend.

. . . . Plans for the April 29th McAuliffe Dinner continue. It is anticipated that approximately 55 tables will be filled. Joining us this year will be the Bowie State Singers and Jazz Ensemble. The evening promises to be very successful and all are encouraged to attend.

Chair Callahan stated that the Trustee ad hoc Committee met several times to discuss issues related to the ways and means by which Framingham State College could act to meet the present fiscal crisis in the Commonwealth and to deal with such crises in the future.

Trustee Walker stated that the Trustees had before them the April 6, 1989 Report of the ad hoc Trustee Committee on Budgetary Crises and the Financial Status of the College (Attachment D). The Report addresses three specific areas: 1) an understanding of the severity of the economic impact on the College; 2) basic principles to deal with the problem; and 3) resolutions. There is no question about the severity of the budget crisis. It is a threat to the autonomy of Framingham State College. The College will experience a budget shortfall between \$400,000 to \$900,000. There exists the real probability for: personnel cuts, reductions in course offerings, reduced access to the College, limitations of book and periodical purchases, etc. Any action less than strong action taken by the Board is unacceptable. It is important that all constituencies of the College work together to ensure and promote the continued health, welfare, and viability of Framingham State College. Constituencies must work together to develop, implement, and ensure the success of both long and short term economic solutions and remedies.

The ad hoc Trustee Committee recommended for adoption by the Board of Trustees four Principles:

- 1) Principle 1. Framingham State College is committed to continued and increasing program quality - true Access to Excellence.
- 2) Principle 2. There is shared responsibility to fund this commitment for educational excellence among: the State; the Students and their families; and the Alumni, along with sources external to the College. However, the primary responsibility does, and must rest with the State.
- 3) Principle 3. The educational costs shared by the students and their families must remain affordable, to ensure access for all qualified students.
- 4) Principle 4. The College must have a detailed plan to increase its ability to attract support and funds from its alumni as well as from agencies, groups, and individuals outside the institution.

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On motion duly made and seconded, it was

VOTED: Unanimously to adopt the four Principles as outlined in the April 6, 1989 Report of the ad hoc Trustee Committee on Budgetary Crises (Attachment D).

* * * * *

Trustee Walker stated that the Report includes a set of Resolutions. Due to the importance of the Resolutions, he asked that action by the Board be taken independently. The ad hoc Committee recommended that the Trustees adopt the following Resolutions:

Following discussion,

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 1.
The College, through the Board of Trustees, the President, and the alumni, students, faculty, and staff, must continue to make the strongest case possible for increased funding from the State to ensure continued, and increasing, program quality and to ensure Access to Excellence for all qualified students.

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 2.
While student tuition is the responsibility of the Board of Regents, the Trustees urge that tuition remain as low as possible, consistent with the policies of the Board of Regents and the commitment to educational excellence.

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On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 3.
Since student fees are the responsibility of the Board of Trustees, the Trustees ask that the College President conduct a review of the entire fee structure and associated management practices. A report should be made to the Trustees at the May 18, 1989 Board meeting, recommending any appropriate changes.

* * * * *

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 4.
Because of the very difficult budgetary problems facing the College, it is increasingly critical that funds and support obtained from sources outside the College, the external Development program of the College, be enhanced. The importance of such a program and, particularly, increased alumni activity and support, has recently been strongly emphasized by the Board of Regents and the new Board Chair, Senator Paul Tsongas. Given these imperatives, the Trustees ask that the College President submit to the Board at its May 18, 1989 meeting a report concerning the external Development program for the College. The report should include the three areas: a) Alumni; b) The Framingham State College Foundation; and c) External groups, agencies, and individuals.

* * * * *

Trustee Buckley, referring to Resolution 4a: Alumni, asked if the Trustee ad hoc Committee considered the legal aspects, with Framingham State College's Alumni Association being the only independent Alumni Association in the State.

Trustee Walker stated that the ad hoc Committee would work closely to find ways and means by which the Alumni could assist the College. Now is the time to form a closer bond. We should look to the President of the College and the Board of Trustees for ways to bring the Alumni Association closer to the College.

Trustee Buckley stated that she was in agreement with the Alumni Association and the College working towards a better relationship. She noted that it might be difficult to convince Alumni to substantially increase their contributions. They are under the perception that the State provides enough support for the College.

Trustee Buckley, referring to Resolution 4b: Framingham State College Foundation, asked the function of the Foundation.

Trustee Clasby stated that the Framingham State College Foundation was formed for the purpose of accepting various gifts and contributions to the College. Members serving on the Foundation Board are: Judge James Sweeney, President; Dr. Arthur Chaves; Mr. Edward Clasby; Joanna Connolly, Esquire; Mrs. Pauline Drew; Mrs. Nancy Murphy Hatch; Dr. D. Justin McCarthy; Mr. Joseph Shay; and Dr. Paul F. Weller. Scholarship Funds such as the Glover and Hatch Scholarships, etc., are directed to the Foundation.

Trustee Walker stated that the ad hoc Committee's purpose was to broaden the base for College contributions. We need to forget the past and work together for the future.

Trustee Barron suggested implementing a senior voluntary pledge to introduce graduating seniors to the Alumni Association.

Following further discussion,

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 4a: Alumni.
Framingham State College has about 18,000 living alumni, of whom about 11,000 are residents of Massachusetts and 6,000 of MetroWest. Since the budgetary situation facing the College is so very difficult and since the Board of Regents and its new Chair, Senator Paul Tsongas, have emphasized increased alumni activities, the Board of Trustees directs the College President to arrange for meetings between the Alumni Association and representatives of the Board of Trustees along with members of the staff of the College to find ways to develop relationships, activities, and fund raising efforts that will substantially benefit the College in the next few years, and beyond. The President should provide a report of results to the Board at its May 18, 1989 meeting.

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On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 4b: Framingham State College Foundation.
Since the budgetary problems facing the College are so severe and financial support from the Framingham State College Foundation is more critical than ever, the Trustees request that the College President arrange for meetings between the Foundation and representatives of the Board of Trustees along with members of the staff of the College to find ways to develop relationships that should exist between the Foundation and the College that will enhance the external Development program of the College. A report of results is due at the May 18, 1989 Board meeting.

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously to adopt Resolution 4c: External Organizations.
Because of the very difficult budgetary situation facing the College and because the College should have as many alternative sources of revenue as possible, the Board of Trustees asks the College President to recommend actions to enhance the Development program directed at external groups, businesses, corporations, foundations, governmental agencies, and individuals. A report should be submitted to the Board at its May 18, 1989 meeting.

* * * * *

Chair Callahan expressed his appreciation to Trustees Greenblatt and Walker for their work in preparing the Report of the ad hoc Trustee Committee on Budgetary Crises and the Financial Status of the College.

Report of the President

President Weller thanked the members of the ad hoc Committee for their work in preparing the Report.

Vice President for Student Services Wendy Noyes stated that the Parents and Family Phonathon activities were completed on April 5th. It is hoped that our goal of \$10,000 will be reached.

Director of Affirmative Action Barbara Holland reported the following:

- . . . The State College Affirmative Action Plan, which went into effect in July, 1986, expires at the end of the Fiscal Year. The State College Affirmative Action Officers are currently in the process of revising the plan. The revised plan will be forwarded to the Trustees for approval and transmission to the Board of Regents.
- . . . The Draft Regents Policy Against Racism, included with the Trustee material, requests that individual campuses review and forward their comments to the Regents by April 19th. The policy will be incorporated into the State Affirmative Action Plan.
- . . . President Weller and I attended the Regents' Personnel Committee meeting on March 31st. Included with the Trustee material is the report submitted by Framingham State College. Regent Rawlins applauded Framingham State for their report and the format used. It was suggested that Framingham's format might be used as a model for the System.

Ms. Holland concluded by stating that as a black woman she was very proud to work for and with President Weller. He's an exceptional leader. If it were not for President Weller, many of these wonderful and exciting events would not be taking place.

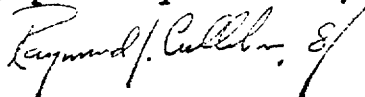
President Weller reported the following:

- . . . Thanks to the efforts of Ms. Barbara Holland and Dr. Hubert Maultsby, the initial Olivia Davidson Scholar, Gerard Fergerson, will be visiting campus on April 10th.

- . . . The budget situation continues to be very difficult. House 5600 has been passed, with many amendments offered but few approved. The Rosenberg Amendment which proposed an additional \$20 million for the Higher Education Budget lost by five votes. Currently, the Budget is in the Senate Ways and Means Committee. Committee Chair Patricia McGovern has indicated that the Committee plans to take a longer look at the Budget with the need to do something about an estimated half billion dollar deficit. The outlook in the Senate, however, appears to be more positive than in the House. State College Appreciation Day, scheduled for April 12th at the State House, is a step towards addressing the budget crises as well as publicizing the positive accomplishments of the State Colleges.
- . . . We have been doing everything possible to cut costs at the College. Included in the Trustee material is a draft proposal of a four-day work week during the summer months, to further assist in reducing energy costs.
- . . . The Report of the Blue Ribbon Commission on Standards for the Expenditure of Trust Funds has been forwarded to the Board of Regents, to be acted upon at the May 9, 1989 Regents' Meeting.

The meeting adjourned at 9:40 p.m.

Respectfully submitted,



The Reverend Raymond J. Callahan, S.J.
Chair, Framingham State College Board
of Trustees



Paul F. Weller
Executive Secretary, Framingham State
College Board of Trustees

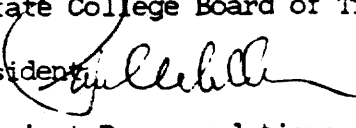
Framingham State College

100 State Street, Framingham, MA 01701-9101

Office of the President
(508) 626-4575

Access to Excellence

TO: The Reverend Raymond J. Callahan, S.J.
Chair, Framingham State College Board of Trustees

FROM: Paul F. Weller, President 

SUBJECT: Honorary Degree Recipient Recommendations

DATE: April 6, 1989

The Honorary Degree Committee of the College met several times and recommended that the following five individuals receive Honorary Doctoral Degrees at the Framingham State College Commencement on May 21, 1989:

The Honorable Tip O'Neill, Jr.
Former Speaker of the U.S. House of Representatives

Dr. Dudley Herschbach
Awarded Nobel Prize in Chemistry for 1986

Miss Louise Kingman
Class of 1917 Alumna and Framingham State College Professor
1917 to 1939

Mr. George Perrone
Framingham South High School, Director of Music
M.A.T., Harvard
Outstanding Educator and Humanitarian

Mr. Henry Hampton
"Eyes on the Prize", Author and Producer

I concur with these recommendations and recommend them to the Trustees for approval. Each candidate will enrich the graduation ceremony, the graduates and their families and friends, and the entire College.

PFW:amd

FRAMINGHAM STATE COLLEGE
TRUSTEE TASK FORCE ON BUDGET AND FINANCE

APRIL 6, 1989

The Task Force on Budget and Finance met on Thursday, April 6, 1989 at 4:00 p.m. in the 1839 Room of the D. Justin McCarthy College Center at Framingham State College.

Trustees Present: Greenblatt (Chair); Callahan; and Cahners.

President Weller and Vice President Horrigan discussed the Fiscal Year 1989 and 1990 budget status with the committee. The President will give a complete overview during his report.

* * * * *

As you are aware the current Fiscal Year Budget contains a provision that a percentage of Tuition Revenue will remain on the Campus to be available for regular Campus expenditures with the exception of personnel and utility costs.

At the December meeting, the Board approved the initial Spending Plan. We will recommend that you approve the Second Tuition Retention Spending Plan in the amount of \$240,000 to be used for expenditures in the College's 13 (special supplies and expenses) and 14 (telephone) accounts.

* * * * *

The Committee is pleased to report that there has been considerable progress since the last meeting regarding the replacement of the College's two 30,000 gallon oil tanks. The State Division of Capital Planning and Operations (DCPO) has issued contracts for the removal of the two tanks which are

currently located in Dwight Field. It is anticipated that the tanks will be removed tomorrow, April 7, 1989. Beginning next Tuesday, April 11, 1989 the oil saturated soil will be processed to remove all of the oil and then removed from the Campus. This process will take between two and three weeks to complete. When both the tanks and the soil have been removed, the South end of Dwight Field will be re-seeded. On Wednesday, April 19, 1989, DCPO is scheduled to open bids to replace the two 30,000 gallon tanks with two 20,000 gallon tanks. The staff is hopeful that the installation will be completed on or about the first of July.


* * * * *

As reported at the last meeting, a preliminary draft of the State Audit was shared with this committee. The auditor is currently in the process of setting a time for a formal exit interview.

* * * * *

1. I move on behalf of the Trustee Task Force on Budget and Finance that:

The Trustees approve the Second Tuition Retention Spending Plan.



Access to Excellence

Framingham State College

100 State Street, Framingham, MA 01701-9101

John J. Horrigan, Vice President,

Administration and Finance (508) 626-4580

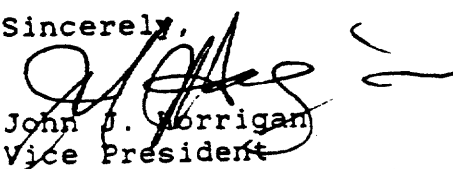
March 12, 1989

Ms. Karen Sayles
Fiscal Affairs and Management
Board of Regents of Higher Education
One Ashburton Place, Room 1401
Boston, Massachusetts 02181-1696

Dear Ms. Sayles:

Enclosed is the Second Tuition Retention Spending Plan for Framingham State College. It will be presented to our Board of Trustees on Thursday, April 6, 1989. If the plan is not approved by the Board of Trustees I shall notify you.

Sincerely,



John J. Horrigan
Vice President
Administration and Finance

JJH:cjq
Enclosure

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
EXPENDITURE PLAN

COLLEGE/UNIVERSITY Framingham State College

	FIRST SEMESTER ACTUAL EXPENDITURES	ACTUAL EXPENDITURES AS OF <u>2 / 28</u>	SECOND SEMESTER ESTIMATED EXPENDITURES	TOTAL
03				
04				
05				
06				
07				
09				
10				
11				
12				
13	30,551	34,666	149,283	214,500
14			25,500	25,500
15				
16				
TOTAL	30,551	34,666	174,783	240,000

March 12, 1989

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
EXPENDITURE PLAN BY CATEGORIES - TOTAL

COLLEGE/UNIVERSITY Framingham State College

	INSTRUCTION	ACADEMIC SUPPORT	STUDENT SERVICES	SCHOLARSHIPS/FELLOWSHIPS	OTHER (specify by item below or attach separate sheet)
03					
04					
05					
06					
07					
09					
10					
11					
12					
13		135,000			79,500 ¹ .
14					25,500 ² .
15					
16					
TOTAL		135,000			105,000

COMMENTS AND NOTES: 1. Medicare charges \$33000; unemployment charges \$30,000; Industrial Accident charges \$15,000;
Audit charges \$1,500.
2. Telephone charges.

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
EXPENDITURE PLAN BY CATEGORIES - FIRST SEMESTER TOTAL

COLLEGE/UNIVERSITY <u>Framingham State College</u>				
INSTRUCTION	ACADEMIC SUPPORT	STUDENT SERVICES	SCHOLARSHIPS/FELLOWSHIPS	OTHER (specify by item below or attach separate sheet)
03				
04				
05				
06				
07				
09				
10				
11				
12				
13	25,056			5,495 ¹ .
14				
15				
16				
TOTAL	25,056			5,495

COMMENTS AND NOTES: 1. Medicare payment

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
EXPENDITURE PLAN BY CATEGORIES - SECOND SEMESTER TOTAL

COLLEGE/UNIVERSITY Framingham State College

	INSTRUCTION	ACADEMIC SUPPORT	STUDENT SERVICES	SCHOLARSHIPS/FELLOWSHIPS	OTHER (specify by item below or attach separate sheet)
03					
04					
05					
06					
07					
09					
10					
11					
12					
13		109,944			74,005 ¹ .
14					25,500 ² .
15					
16					
TOTAL		109,944			99,505

COMMENTS AND NOTES: 1. Medicare charges \$27,505; unemployment charges \$30,000; Industrial Accident Charges \$15,000;
Audit Charges \$1,500.
2. Telephone Charges

March 12, 1989

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
REVENUE STATEMENT

COLLEGE/UNIVERSITY Framingham State College

REVENUE SOURCE	FIRST SEMESTER ACTUAL REVENUES	ACTUAL DEPOSITS AS OF ____/____	SECOND SEMESTER ESTIMATED REVENUES	TOTAL REVENUES
TUITIONS PAID	118930	96496	16343	231769
TUITIONS WAIVED	1682	-----	1650	3332
TUITION REMISSIONS	2552	2247	100	4899
TOTAL	123164	98743	18093	240000

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
-13 WORKSHEET

COLLEGE/UNIVERSITY Framingham State College

	FIRST SEMESTER ACTUAL EXPENDITURES	EXPENDITURES TO DATE	SECOND SEMESTER EST'D. EXPENDITURES
STIPENDS			
HONORARIA			
CONFERENCE FEES			
JOURNALS			
BOOKS			
PERIODICALS			
SOFTWARE			
COMPUTER SERVICES			
Industrial Accident			15,000
OTHER: (SPECIFY) Audit			1,500
Educational Supplies	25,056	24,994	84,950
Medicare	5,495		27,505
Unemployment		9,672	20,328
TOTAL	30,551	34,666	149,283

COMMENTS AND NOTES:

MASS. BOARD OF REGENTS OF HIGHER EDUCATION
FISCAL YEAR 1989 RETAINED TUITION SPENDING PLAN
-14 WORKSHEET

COLLEGE/UNIVERSITY Framingham State College

	FIRST SEMESTER ACTUAL EXPENDITURES	EXPENDITURES TO DATE	SECOND SEMESTER EST'D. EXPENDITURES
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MEMBERSHIPS

POSTAGE

CONFERENCE FEES

ADMINISTRATIVE SUPPLIES

TELEPHONE

SOFTWARE

COMPUTER SUPPLIES

OTHER: (SPECIFY)

25,500

TOTAL

25,500

COMMENTS AND NOTES:

Attachment III
April 6, 1989

PERSONNEL ACTIONS

TENURE

Beilin, Elaine	Associate Professor English Department	Effective: 9/1/89
Horn, Bernard	Assistant Professor English Department	Effective: 9/1/89
Mahler, Marguerite	Assistant Professor Modern Languages Department	Effective: 9/1/89
Whitburn, Kevin	Associate Professor Chemistry Department	Effective: 9/1/89

PROMOTIONS

Beilin, Elaine	To Associate Professor English Department	Effective: 9/1/89
Cohen, Marian	To Associate Professor Sociology Department	Effective: 9/1/89
Handschach, Arlene	To Associate Professor Home Economics Department	Effective: 9/1/89
Sandberg, Sonja	To Associate Professor Mathematics Department	Effective: 9/1/89
Wahlrab, Susan	To Assistant Professor Art Department	Effective: 9/1/89
White, Charles	To Associate Professor Economics Department	Effective: 9/1/89
Wolcovey, Donna	To Assistant Professor Media Department	Effective: 9/1/89

REAPPOINTMENTS

Beck, Charles	Assistant Professor and Coordinator of Professional Experience Education Department	Effective: 9/1/89 - 5/31/90
Beckwitt, Richard	Assistant Professor Biology Department	Effective: 9/1/89 - 5/31/90
Bolio, Stephen	Instructor Nursing Department	Effective: 9/1/89 - 5/31/90
Craig, Mary Pat	Library Assistant Whittemore Library	Effective: 9/1/89 - 5/31/90
Fletcher, Martha	Assistant Professor Home Economics Department	Effective: 9/1/89 - 5/31/90
Klein, Ronnie	Library Assistant Whittemore Library	Effective: 9/1/89 - 5/31/90
McKinney, Marie	Assistant Professor Economics Department	Effective: 9/1/89 - 5/31/90
Mitchell, Bonnie	Assistant Librarian Whittemore Library	Effective: 9/1/89 - 5/31/90
Riel, S. Aurora	Assistant Professor Economics Department	Effective: 9/1/89 - 5/31/89
Ryan, Peter	Assistant Professor Economics Department	Effective: 9/1/89 - 5/31/90
Sandberg, Sonja	Associate Professor Mathematics Department	Effective: 9/1/89 - 5/31/90
Toll-Oppenhimer, Carolyn	Instructor English Department	Effective: 9/1/89 - 5/31/90
White, Charles	Associate Professor Economics Department	Effective: 9/1/89 - 5/31/90
Zalewski-Graham, Claire	Assistant Professor Education Department	Effective: 9/1/89 - 5/31/90

ADJUNCT LECTURER

Robbins, Frederick M.	Biology Department	Effective: 9/1/89 - 5/31/90
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TERMINATION

Afthim-Reddy, Constance	Director, College Relations	Effective: 3/31/89
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CORRECTIONS

Jurich, Joseph	Associate Professor English Department	Sabbatical change Spring 1990 to Fall 1989
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Hutchinson, Lucinda	Systems Coordinator	Resignation date changed 2/17/89 to 2/24/89
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PERSONNEL ACTIONS
DIVISION OF GRADUATE AND CONTINUING EDUCATION

-03 APPOINTMENTS

Dr. John R. Ambacher	Professor (Politics)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. John R. Ambacher	Professor (Politics)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Mr. John Anderson	Assistant Professor (Art)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mrs. Arlene Argir	Visiting Lecturer (Education)	Effective: 5/30/89-8/7/89 Salary: \$1,500.00
Mrs. Arlene Argir	Visiting Lecturer (Education)	Effective: 6/5/89-6/28/89 Salary: \$1,500.00
Mr. Dennis P. Avola	Visiting Lecturer (Economics)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mr. Jeffrey Baker	Associate Professor (Media)	Effective: 6/5/89-6/28/89 Salary: \$1,900.00
Dr. Joseph E. Barr	Professor (Economics)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Dr. Robert Beck	Professor (Chemistry)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Mr. Christopher Berkeley	Visiting Lecturer (History)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. James Beyer	Visiting Lecturer (English)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Kathleen Beyer	Assistant Professor (English)	Effective: 7/5/89-7/31/89 Salary: \$1,700.00
Dr. Douglas Bloomquist	Professor (Psychology)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Ms. Susan A. Burgess	Visiting Lecturer (Library Science)	Effective: 5/30/89-6/29/89 Salary: 1,500.00
Mr. Edward L. Burke	Visiting Lecturer (Allied Health)	Effective: 7/5/89-7/31/89 Salary: \$1,900.00
Ms. Jeanne Canelli	Instructor (Art)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00

Dr. Richard Chartier	Professor (English)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Nancy Cherico	Visiting Lecturer (Psychology)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mr. John Coburn	Visiting Lecturer (Economics)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Mrs. Lois B. Cooper	Visiting Lecturer (Mathematics)	Effective: 6/5/89-6/28/89 Salary: \$1,500.00
Dr. Malcolm Cunningham	Professor (Foreign Languages)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Mr. Richard Cunningham	Visiting Lecturer (English)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Dr. Walter J. Czarnec	Professor (Mathematics)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Walter J. Czarnec	Professor (Mathematics)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Dr. Elizabeth Dannewitz	Visiting Lecturer (Psychology)	Effective: 7/5/89-7/31/89 Salary: \$1,500.00
Ms. Susan Dargan	Visiting Lecturer (Sociology)	Effective: 6/5/89-6/28/89 Salary: \$1,500.00
Ms. Susan Dargan	Visiting Lecturer (Sociology)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Ms. Frances Davis	Visiting Lecturer (Chemistry)	Effective: 6/5/89-6/28/89 Salary: \$1,875.00
Ms. Frances Davis	Visiting Lecturer (Chemistry)	Effective: 7/5/89-7/31/89 Salary: \$1,875.00
Dr. Carl DeVasto	Visiting Lecturer (English)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Mr. Walter Devine	Visiting Lecturer (Education)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mr. Angelo DiDomenico	Visiting Lecturer (Mathematics)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mr. Alan DiFonzo	Visiting Lecturer (Mathematics)	Effective: 7/5/89-7/31/89 Salary: \$1,500.00
Mr. Arthur M. Doyle	Professor (Physics)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Christine Doyle-Burke	Assistant Professor (Economics)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00

Mr. Roland A. Dwinell	Visiting Lecturer (Economics)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Mr. Brendan F. Egan	Visiting Lecturer (Allied Health)	Effective: 7/5/89-7/31/89 Salary: \$1,500.00
Mr. James D. Eng	Associate Professbr (Art)	Effective: 6/5/89-6/28/89 Salary: \$1,900.00
Mr. James D. Eng	Associate Professor (Art)	Effective: 7/5/89-7/31/89 Salary: \$1,900.00
Dr. J. Bernard Everett	Visiting Lecturer (Education)	Effective: 6/5/89-8/7/89 Salary: \$1,900.00
Ms. Nanette H. Feldman	Visiting Lecturer (Art)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Dr. Leonard Flynn	Professor (Psychology)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Leonard Flynn	Professor (Psychology)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Dr. Charles Garabedian	Visiting Lecturer (Mathematics)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Dr. Arnold Good	Visiting Lecturer (Mathematics)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Ms. Audrey L. Gordon	Visiting Lecturer (Education)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mr. Jeffrey Griffin	Visiting Lecturer (Mathematics)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Dr. Thomas Grove	Assistant Professor (English)	Effective: 7/5/89-7/31/89 Salary: \$1,700.00
Dr. Thomas Grove	Assistant Professor (English)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Ms. Lauren Hartshorn	Visiting Lecturer (Foreign Languages)	Effective: 7/5/89-7/31/89 Salary: \$1,500.00
Dr. Bernard Horn	Assistant Professor (English)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mrs. Marjorie C. Horton	Visiting Lecturer (English)	Effective: 7/5/89-7/31/89 Salary: \$1,700.00
Mrs. Regina Irwin	Assistant Professor (Home Economics)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. George M. Jarnis	Professor (Politics)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00

Dr. P. Mathew John	Visiting Lecturer (Philosophy)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. P. Mathew John	Visiting Lecturer (Philosophy)	Effective: 7/5/89-7/31/89 Salary: \$1,700.00
Mr. Philip C. Joyce	Visiting Lecturer (Speech)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mrs. Gracy Koshy	Visiting Lecturer (Computer Science)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. Thomas Koshy	Professor (Mathematics)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Thomas Koshy	Professor (Mathematics)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Dr. Anita Kremgold-Barrett	Visiting Lecturer (Psychology)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Donald F. Krier	Professor (Economics)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Dr. Donald F. Krier	Professor (Economics)	Effective: 7/5/89-8/7/89 Salary: \$2,000.00
Dr. Rene LeBlanc	Professor (Biology)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Rene LeBlanc	Professor (Biology)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Mr. Randolph LeSage	Visiting Lecturer (Art)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Mr. Lawrence Lewis	Visiting Lecturer (Economics)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Margaret M. Lidback	Associate Professor (Geography)	Effective: 6/5/89-6/28/89 Salary: \$1,900.00
Dr. Margaret M. Lidback	Associate Professor (Geography)	Effective: 7/5/89-7/31/89 Salary: \$1,900.00
Mr. Thomas Lloyd	Visiting Lecturer (Economics)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mr. Arthur F. Martins	Visiting Lecturer (Sociology)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Mr. Joseph McCaul	Visiting Lecturer (Computer Science)	Effective: 5/30/89-6/29/89 Salary: \$1,875.00
Joseph McCaul	Visiting Lecturer (Computer Science)	Effective: 7/5/89-7/31/89 Salary: \$1,875.00

Mrs. Catherine McLaughlin	Assistant Professor (English)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mr. Edward Melegian	Assistant Professor (Music)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Mr. Edward Melegian	Assistant Professor (Music)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Mr. Raymond B. Merson	Visiting Lecturer (History)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. R. F. Milaszewski	Professor (Chemistry)	Effective: 6/5/89-6/28/89 Salary: \$2,500.00
Dr. R. F. Milaszewski	Professor (Chemistry)	Effective: 7/5/89-7/31/89 Salary: \$2,500.00
Dr. Mary Murphy	Associate Professor (English)	Effective: 6/5/89-6/28/89 Salary: \$1,900.00
Dr. Yaser Najjar	Assistant Professor (Geography)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. Yaser Najjar	Assistant Professor (Geography)	Effective: 7/5/89-8/7/89 Salary: \$1,700.00
Dr. P. Bradley Nutting	Professor (History)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. P. Bradley Nutting	Professor (History)	Effective: 7/5/89-7/31/89 Salary: \$2,000.00
Ms. Nancy Olmsted	Visiting Lecturer (Mathematics)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Mrs. Annette Packard	Visiting Lecturer (Education)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Rev. Francis Paolo	Visiting Lecturer (English)	Effective: 6/5/89-6/28/89 Salary: \$1,500.00
Mr. Thomas Parsons	Visiting Lecturer (Economics)	Effective: 7/5/89-7/31/89 Salary: \$1,700.00
Dr. T. Bridgett Perry	Assistant Professor (Psychology)	Effective: 6/5/89-6/28/89 Salary: \$1,700.00
Dr. T. Bridgett Perry	Assistant Professor (Psychology)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. Marie Peters	Visiting Lecturer (Psychology)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Joseph J. Previte	Professor (Biology)	Effective: 6/5/89-6/28/89 Salary: \$2,500.00
Dr. Joseph J. Previte	Professor (Biology)	Effective: 7/5/89-7/31/89 Salary: \$2,500.00

Ms. S. Aurora N. Riel	Assistant Professor (Economics)	Effective: 6/5/89-6/28/89 Salary: \$1,700.00
Ms. S. Aurora N. Riel	Assistant Professor (Economics)	Effective: 5/30/89-6/29/89 Salary: \$1,700.00
Dr. Chester T. Roskey	Professor (Biology)	Effective: 6/5/89-6/28/89 Salary: \$2,500.00
Mr. Alfred Rossetti	Visiting Lecturer (Mathematics)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Mr. Alfred Rossetti	Visiting Lecturer (Mathematics)	Effective: 7/5/89-7/31/89 Salary: \$1,500.00
Dr. Mark A. Seiden	Professor (English)	Effective: 6/5/89-6/28/89 Salary: \$2,000.00
Dr. Mark A Seiden	Professor (English)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Dr. Willard Spence	Professor (Biology)	Effective: 5/30/89-6/30/89 Salary: \$2,000.00
Mr. George P. Svitila	Visiting Lecturer (Economics)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Lawrence E. Symington	Visiting Lecturer (Psychology)	Effective: 7/5/89-8/7/89 Salary: \$1,900.00
Dr. Rona L. Tananbaum	Visiting Lecturer (Psychology)	Effective: 6/5/89-8/7/89 Salary: \$1,700.00
Mr. Derrick A. Tepaske	Visiting Lecturer (Media)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Ms. Laura O. Tonelli	Visiting Lecturer (Art)	Effective: 7/5/89-8/7/89 Salary: \$1,500.00
Dr. Peter L. Toohey	Visiting Lecturer (Education)	Effective: 7/5/89-7/31/89 Salary: \$1,900.00
Dr. Karen D. Wagner	Visiting Lecturer (Psychology)	Effective: 5/30/89-6/29/89 Salary: \$1,500.00
Dr. Robert B. Wallace	Professor (Economics)	Effective: 5/30/89-6/29/89 Salary: \$2,000.00
Dr. Robert B. Wallace	Professor (Economics)	Effective: 7/5/89-8/7/89 Salary: \$2,000.00
Dr. Caroline Wandle	Visiting Lecturer (Psychology)	Effective: 5/30/89-6/30/89 Salary: \$1,500.00
Dr. Barrie Westerman	Associate Professor (Psychology)	Effective: 5/30/89-6/29/89 Salary: \$1,900.00
Dr. Barrie Westerman	Associate Professor (Psychology)	Effective: 7/5/89-8/7/89 Salary: \$1,900.00

Dr. Charles White

Assistant Professor
(Economics)

Effective: 7/5/89-7/31/89
Salary: \$1,700.00

Dr. Charles White

Assistant Professor
(Economics)

Effective: 7/5/89-8/7/89
Salary: \$1,700.00

Mr. Robert T. Yosca

Visiting Lecturer
(Mathematics)

Effective: 5/30/89-6/29/89
Salary: \$1,700.00

Mr. Robert T. Yosca

Visiting Lecturer
(Mathematics)

Effective: 7/5/89-8/7/89
Salary: \$1,700.00

April 6, 1989

**Report of the ad hoc Trustee Committee
on Budgetary Crises and the Financial
Status of the College**

Committee Members: Trustees Callahan, Greenblatt, and Walker

Budgetary Support

The special ad hoc Committee appointed at the Trustees Meeting of March 2, 1989 to study and report to the full Board at its April meeting on all issues related to the ways and means by which Framingham State College could act to meet the present fiscal crisis in the Commonwealth and to deal with such crises in the future, met several times and respectfully reports as follows:

The Budget crisis in the Commonwealth for Fiscal '88 to '90 is quite real; its impact on Framingham State College has been, is, and will be serious; the budget will fall anywhere from \$400,000 to \$900,000 short of the basic needs of the College; "belt tightening" will not provide the funds to operate the College in a reasonable manner. There exists the real probability for: substantial personnel cuts, reduced access to the College for students, limited course offerings, no books and periodicals for the library, and other critical cutbacks.

The Board of Trustees must develop both short term and long term policies to first, deal with the current problems and second, create a long term remedy by and for Framingham State College.

Actions by the Board must deal meaningfully and forthrightly with this situation. In the opinion of the ad hoc Committee, any other approach by the Board is unacceptable.

It is the best judgment of the Committee that more than just the kinds of financial issues noted above are at stake as a result of the Commonwealth's economic woes. It is our opinion that the Board of Regents or the Legislature could conceivably use this crisis as a basis for another major reorganization of the State Colleges. There is a clear and present danger of mergers, consolidations, and resultant loss of identity of some of the State Colleges as a result of this fiscal crisis. There is a realistic concern that only those institutions in the State College System with the capacity to provide some of their own economic strength will survive in their present form.

We are deeply obliged as a Board to do everything in our power to ensure and promote the continued health, welfare, and viability of Framingham State College. To that end each of the constituencies of Framingham State College must work together to develop, implement, and ensure the success of both long and short term economic solutions and

Report of the ad hoc Trustee Committee on Budgetary Crises
and the Financial Status of the College
April 6, 1989--page 2

remedies. There must be campus wide support for the administration as it implements the policies adopted by the Board. There must be a real community of interests between and among the Board of Trustees, the administration, the faculty, the students, the alumni, and the friends of this institution, as we seek to develop programs and policies which will lead the College - in good economic health - into the next decade and beyond.

The goal which we as a Board of Trustees should establish is to provide ways and means to create this economic health. The College needs a combination of increased income on an annual basis and a form of long term capital endowment to provide funds which will supplement funding from the Commonwealth. These supplemental funds will insulate Framingham State College, to the greatest extent possible, from the vagaries of the fiscal health of the Commonwealth of Massachusetts, and will enhance the quality of the current and future programs of the College as well as the luster, quality, and reputation of Framingham State College.

To meet this critical goal of economic health for the College, the Committee formulated, for consideration by the entire Board, several Principles relating to budgetary support areas and several Resolutions to implement, further, and encourage efforts addressing these Principles.

Principles for Budgetary Support

The Committee recommends that the following four Principles be adopted by the Board of Trustees:

Principle 1. Framingham State College is committed to continued and increasing program quality - true Access to Excellence.

Principle 2. There is shared responsibility to fund this commitment for educational excellence among: the State; the Students and their families; and the Alumni, along with sources external to the College. However, the primary responsibility does, and must, rest with the State.

Principle 3. The educational costs shared by the students and their families must remain affordable, to ensure access for all qualified students.

Principle 4. The College must have a detailed plan to increase its ability to attract support and funds from its alumni as well as from agencies, groups, and individuals outside the institution.

Report of the ad hoc Trustee Committee on Budgetary
Crises and the Financial Status of the College
April 6, 1989--page 3

Resolutions and Budgetary Support

The Committee developed the following set of Resolutions that are directed at implementing, furthering, and encouraging efforts addressing the above Principles.

Given the drastic cuts in State funding in the last two fiscal years and the anticipated further reduction in Fiscal Year 1990, these Resolutions are critical.

The Committee recommends that the Trustees adopt these four Resolutions:

Resolution 1. The College, through the Board of Trustees, the President, and the alumni, students, faculty, and staff, must continue to make the strongest case possible for increased funding from the State to ensure continued, and increasing, program quality and to ensure Access to Excellence for all qualified students.

Resolution 2. While student tuition is the responsibility of the Board of Regents, the Trustees urge that tuition remain as low as possible, consistent with the policies of the Board of Regents and the commitment to educational excellence.

Resolution 3. Since student fees are the responsibility of the Board of Trustees, the Trustees ask that the College President conduct a review of the entire fee structure and associated management practices. A report should be made to the Trustees at the May 18, 1989 Board meeting, recommending any appropriate changes.

Resolution 4. Because of the very difficult budgetary problems facing the College, it is increasingly critical that funds and support obtained from sources outside the College, the external Development program of the College, be enhanced. The importance of such a program and, particularly, increased alumni activity and support, has recently been strongly emphasized by the Board of Regents and the new Board Chair, Senator Paul Tsongas. Given these imperatives, the Trustees ask that the College President submit to the Board at its May 18, 1989 meeting a report concerning the external Development program for the College. The report should include the three areas: a) Alumni; b) The Framingham State College Foundation; and c) External groups, agencies, and individuals.

Report of the ad hoc Trustee Committee on Budgetary
Crises and the Financial Status of the College
April 6, 1989--page 4

Resolution 4a: Alumni. Framingham State College has about 18,000 living alumni, of whom about 11,000 are residents of Massachusetts and 6,000 of MetroWest. Since the budgetary situation facing the College is so very difficult and since the Board of Regents and its new Chair, Senator Paul Tsongas, have emphasized increased alumni activities, the Board of Trustees directs the College President to arrange for meetings between the Alumni Association and representatives of the Board of Trustees along with members of the staff of the College to find ways to develop relationships, activities, and fund raising efforts that will substantially benefit the College in the next few years, and beyond. The President should provide a report of results to the Board at its May 18, 1989 meeting.

Resolution 4b: Framingham State College Foundation. Since the budgetary problems facing the College are so severe and financial support from the Framingham State College Foundation is more critical than ever, the Trustees request that the College President arrange for meetings between the Foundation and representatives of the Board of Trustees along with members of the staff of the College to find ways to develop relationships that should exist between the Foundation and the College that will enhance the external Development program of the College. A report of results is due at the May 18, 1989 Board meeting.

Resolution 4c: External Organizations. Because of the very difficult budgetary situation facing the College and because the College should have as many alternative sources of revenue as possible, the Board of Trustees asks the College President to recommend actions to enhance the Development program directed at external groups, businesses, corporations, foundations, governmental agencies, and individuals. A report should be submitted to the Board at its May 18, 1989 meeting.

The ad hoc Committee would like to offer its help in any way possible in the process of developing, reviewing and critiquing, approving, and implementing the above requested studies and reports.